


I.A. 1978/79

Momentum
Philadelphia College of Art
1978-1979
Annual Report





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Momentum 1978-1979 Annual Report

Having moved through a transitional period over the past three years in which major changes in the college's administration, academic programs and physical plant were instituted, the progressive developments of recent months have stimulated a feeling of renewed vitality and increasing momentum. The 1978-79 year was the year of academic re-accreditation and long-range planning, with both undertakings underscoring how far the college has come in the 1970's and how high, given these advancements, it has set its sights for the 1980's.

A constant concern is to mount the resources necessary to sustain the quality of instruction that has been this institution's hallmark for 103 years. How in an inflationary age a spectrum of academic-artistic programs all aspiring to excellence can be upheld is a question that has stirred the entire college community to constructive action and is the thread that connects all the divisions of this progress report.



Fiscal Outlook

In 1978-79 the college's operating deficit (before the application of gifts and grants) was the second lowest in the 15 years since the college separated from the Philadelphia Museum of Art. As a result, the college was able to add to its reserve funds for the first time in 7 years. These positive developments were the result of several key factors. The creation of a college-wide approach to governance, involving trustees, administrators, faculty, staff and students, has led to a clarified sense of institutional priorities and a unified commitment to essential economies.

Moreover, a sizable increase in fund-raising results and the stability of enrollment in the undergraduate, masters and pre-college programs, along with increased matriculation and offerings in the Evening Division and the other extension programs have contributed to the improved financial outlook. In addition, leases arranged with art-related organizations such as the Philadelphia High School for the Creative and Performing Arts, Prints in Progress, Philadelphia Volunteer Lawyers for the Arts, the Philadelphia (Theatre) Company and the Center for the Conservation of Historic Artifacts and Art, have helped to reduce the college's overhead. While the picture presented is positive, the college is mindful of the possible effects that escalating inflation and a shrinking student pool could have on the future financial situation. Preparing for these contingencies, therefore, has been and will remain a central focus of the Long-Range Planning process.

Physical Plant

Through rental of properties to arts organizations and the renovation of parts of the campus in dire need of modernization, the college is proceeding on a course in which its entire house is being physically re-ordered with a major portion of downtown Philadelphia receiving an aesthetic facelift in the process. In the past year alone, the college expended approximately \$400,000 on the upgrading of the instructional facilities on the first 15 floors of the former Atlantic Richfield Building that was recently rededicated as Robert O. Anderson Hall. Grants from the National Endowment for the Humanities, the Albert M. Greenfield Foundation and the William Penn Foundation helped pave the way for these improvements that include: expansion of the library, construction of a college commons, as well as new liberal arts classrooms and lecture halls. Also instituted is a program of preventative maintenance that has included a new roof for Anderson Hall and repairs on the building's facade.

During the same period, the college's block-long complex of buildings at Broad and Pine Streets were certified as national historic landmarks. A feasibility study, funded by the Department of Interior through the Pennsylvania Museum and Historical Commission and conducted by architects, Hyman Myers and PCA alumnus, Herbert Kramer, indicated that this complex could be renovated to include a dormitory for 186 students, public exhibition and gallery areas and refurbished craft and sculpture studios. The most pressing need, the Kramer-Myers study reported, was for "stabilization" of the structure to prevent further deterioration. Thanks to grants from the Knight Foundation and the Helen D. Groome Beatty Trust, coupled with a matching grant from the Pennsylvania Museum and Historical Commission, strategic repairs on the Broad and Pine roof and facade will commence this winter. The feasibility study also provided detailed estimates and preliminary schematics that delineated a four-year, multi-million dollar plan for the complex's complete readaptation. Fund-raising consultants agreed with the Trustee's Development Committee that the sums projected would require an integrated master plan deriving funds from traditional as well as innovative sources.

Needless to say, this redevelopment project represents quite a challenge. The Board of Trustees is actively exploring various ways in which to preserve and renovate the college's buildings while solving the space needs of the academic programs and enhancing the urban environment in the process.

Academic Programs

The development of a physical environment conducive to the education of art students is always viewed in the context of the overriding importance of academic program development. Through the efforts of Dean Nathan Knobler and the faculty, modifications made in the curriculum in 1978-79 have helped the studio departments to build on their respective instructional strengths while encouraging and promoting the students to engage in further cross-disciplinary study.

The newly elected Faculty Council also completed its first year and formed several committees, one of which will focus on the curriculum. Important, too, was the work of a task force of faculty who were directed to study student proficiencies in the communications skills areas. The task force reported that a growing number of students, especially on the freshman level, often do not have verbal abilities that match their visual aptitudes. The task force thus recommended that an Academic Skills Center be established that would diagnose reading and writing problems of students and provide the counseling and teaching to help them improve in these problem areas. When the college opens its Academic Skills Center this coming fall it is believed it will be the first of its kind among visual arts colleges.

Probably the single most significant activity in the academic area, however, were the self-studies each academic department and program completed in preparation for the spring re-accreditation evaluation visit by a combined team from the National Association of Schools of Art and the Middle States Association of Colleges and Schools. A task that occurs every ten years, the re-accreditation review represents an exhausting process in which all elements of the institution are called upon to analyze their strengths and difficulties.

To the college's credit, the accrediting team was most impressed with the self-studies and the first draft of the long-range plan. To paraphrase from the team's final report, the college received particularly high marks with regard to: universally commendable instructional programs; highly motivated and diversified faculty; vigorous leadership by the administration and Board of Trustees; substantially improved physical campus; and an active, forward-looking philosophy concerning institutional planning.

At the same time, the visiting evaluators suggested that the college should pay special attention to: resolving organizational issues affecting internal governance mechanisms, with a special need to reconstitute a student council or congress; strengthening the working relationship between the liberal arts and studio departments with more emphasis on educational counseling by the faculty and resolving the status and insuring the stability of all the college's physical properties in a balanced plan for facility development and upkeep.



Exhibitions and Community Events

Several exhibits of faculty and student work were prominently displayed throughout the city this year while the college continued to mount a variety of exhibitions on campus, including a project constructed by Alice Aycock, a show of African Masks from the collection of James Lewis, an alumnus and eminent art historian, as well as three exhibits respectively entitled, "The Hand Colored Photograph", "Point", and "Books+Books+Books" that drew from the work of artists from across the nation.

In addition, an exhibit of the work of students from the Saturday School was shown. Concluding the exhibition calendar was the annual student show in the college's gallery in conjunction with a special simultaneous show of the work of graduating seniors that encompassed the entire three floors of Philadelphia's Art Alliance. The annual alumni exhibition, "Olaf Skoogfors: 20th Century Goldsmith", was a prestigious retrospective, coordinated by guest curator Helen Drutt in association with Mrs. Judy Skoogfors and Alumni Board members, Jeffrey Natkin, and Peggy and Steve Zablony. The Skoogfors' show received international media attention and traveled to the Renwick Gallery of the Smithsonian Institution in Washington, DC, where it was on display during the summer months.

PCA's participation in the second annual spring Avenue of the Arts festival was even more prominent this May than last. Students from the Illustration Department created two paintings displayed on enormous outdoor advertising billboards on Broad Street that heralded the festivities. Again, crafts demonstrations, including glass blowing and pottery-throwing, were executed on the street while 75 faculty members participated in a group show in the Haviland Building that was viewed by 30,000 people.

Other innovative programs included the presentation of a new film series of avant-garde and experimental work, the establishment of the Mednick Gallery in the Photo/Film Department, a two-day symposia on drawing and painting that featured three nationally known artists along with what is anticipated as the inaugural of an annual event, the college's first Art Education Conference. The conference drew 300 art educators and teachers to a day-long symposium that featured David Rockefeller, Jr., whose keynote address focused on the provocative report, "Coming to Our Senses", produced by The Arts, Education and Americans, Inc. Representatives from the Commonwealth of Pennsylvania's Department of Education, including newly appointed commissioner, Robert Scanlon, as well as national experts in art education, participated in the conference.

Enrollments

Corresponding to these special programs and efforts to elicit widespread public interest has been the intense effort to maintain the day-time undergraduate enrollment and sustain the accelerated growth of the extension programs. In an era where applications are on a downturn nationally, applications to PCA increased by 8% to 1,310. The total number of new students enrolled, including freshmen and transfers, was 367, fulfilling matriculation goals. This relatively healthy enrollment picture is a result of a purposeful effort to re-evaluate and hone the admissions program. As a part of this effort, more information on the availability of financial aid and career opportunities is provided to the applicants and their families.

Marketing research is becoming an increasingly integral part of the admissions process. This summer, A. J. Wood, Inc., a research organization, will be conducting attitude surveys of applicants and their art teachers. It is projected that the use of this independent firm will yield a quantitative and qualitative response, thus providing the college with a more sophisticated data base from which to develop new recruitment strategies.

Ongoing activities, such as regional receptions introduced in 1978, give prospective students and their families the chance to meet with currently enrolled students, faculty and alumni as well as admissions officers. The Careers in Art/Portfolio Day, an annual November event hosted by the college, involved 28 representatives of colleges and universities who reviewed portfolios and offered guidance and counseling to 2,500 visitors, including high school and junior college students, parents, art teachers and guidance personnel.

Similarly, the Open House, held in April each year, attracted an audience of 1,000 people for "One Day at an Art College" in which the participants observed studio demonstrations and exhibitions while taking tours of the facilities.



Enrollment in the Evening Division virtually doubled from the preceding year, with approximately 900 students taking courses each semester at night. Added to the traditional offerings have been several popular non-credit workshops, some of which will be scheduled during the day on an experimental basis in the near future. These workshops complement courses given for credit that can lead to an associate's degree or a certificate in advertising design, illustration, interior design or photography.

The Evening Division also established a course for the design staff of Bell of Pennsylvania at that corporation's headquarters, a pilot project that the Evening Division would eventually like to extend to other area companies. The initiation of an extension program at the Upper Main Line YMCA in Berwyn was another pilot project that has enabled people living at some distance from the city to take courses conveniently during the day, evenings, and on weekends.

With a concerted attempt being made to offer art education in its broadest sense to the widest audience, the developments described in the preceding are encouraging—especially when considered in the added context of the stable enrollment of approximately 140 high school students in the intensive, five week Pre-College Summer Program and nearly 400 students per semester in the Saturday School, the number of workshops being offered in the latter increasing from ten in 1977 to 15 in the fall of 1979.

Fund-Raising

Success has been no more apparent anywhere in the institution than on the fund-raising front. The momentum that is in evidence in the upgrading of the physical plant and improvement of the academic programs has come about in large measure because of improved fund-raising results. Most encouraging was the major endorsement from the National Endowment for the Humanities (NEH) in the form of a \$240,000 Challenge Grant that must be matched by \$720,000 in new or increased contributions by June, 1982. A \$90,000 pledge from the Albert M. Greenfield Foundation in support of the expansion of the library and a \$50,000 pledge from the Knight Foundation are among the more significant grants contributing to the renovation of the campus and the matching of the NEH grant.



The 1978-79 Annual Fund Program far exceeded all expectations. The goal for the year was \$150,000 in contributions from non-government sources in support of the college's operations. The 1978-79 Annual Fund totalled \$212,256 from 637 contributors, representing a 68% increase over the 1977-78 total of \$126,079 and a 122% increase over the 1976-77 figure. This success is attributable in large measure to the expansion of the membership of two special gift clubs: The John Haviland Society for donors of \$1,000 or more and The President's Club for contributors of \$100 or more. Charted below are comparative figures for the Gift Clubs in their first three years of existence.

	John Haviland Society		President's Club	
	Total	Donors	Total	Donors
1976-1977	\$46,972	34	\$16,798	93
1977-1978	\$63,721	46	\$18,062	94
1978-1979	\$156,612	60	\$21,901	121

Highlights of the above included: \$32,000 from the W. W. Smith Charitable Trust for scholarships; \$30,000 from the Pew Memorial Trust in support of general operations, the college's NEH Challenge Grant and the Career Development and Placement Office; \$5,000 from the Philadelphia Foundation for Saturday School scholarships; \$3,000 from the Dolfinger-McMahon Foundation for the completion of the long-range planning project; and \$2,000 from the Union Benevolent Association in support of the Saturday School. In addition, the Board of Trustees contributed an unprecedented \$47,429 while gifts and grants from corporations nearly doubled to \$31,005.



Under the leadership of Mrs. Joan Schmeichel, new Chairman of the Trustees' Special Events Committee, two of the most successful fund-raising events of recent record netted the college \$36,021. The first was the annual art trip, this year to Washington, DC, in which a tour of 45 friends of the college visited the homes of Vice President and Mrs. Mondale and Ambassador Harriman, the White House and the National Gallery and attended a dinner party at the home of PCA trustee, Virginia Knauer. The second event, projected as an annual spring scholarship benefit, was a sell-out co-chaired by Mrs. John V. Hastings, III, Mrs. Daniel Keating, Mr. Sam S. McKeel and Mr. William Mobraaten. The brainstorm of PCA trustee, Thomas Neil Crater, the benefit, entitled, "The Best of Europe", was a fashion preview extravaganza complete with a black-tie dinner at John Wanamaker's center city store.

Memorial gifts have also added considerably to the college's improving financial position. Philadelphia lost a true giant when Lessing J. Rosenwald died this summer. The college moved quickly to establish a fitting tribute to this fine man and his wife of 65 years, Edith, through the establishment of the Rosenwald Scholarships designed to provide a printmaking scholarship beginning in 1980 and continuing in each year thereafter. A scholarship in art history is being established through the generosity of Mrs. Marguerite Walter, an alumna and honorary trustee, that will be given annually to a senior in the name of Mrs. Walter and her late husband, Otis. Similarly, Mrs. Helen Lavine established a scholarship fund in the name of her mother, Gertrude Arronson. A major scholarship bequest, adding to the college's endowment, was received from the estate of Madeline K. Bean.

Alumni Relations

Involvement on the part of the college's 5,000 alumni continues to run high. More than 250 alumni lectured or exhibited at PCA this past year, with panels of graduates talking to approximately 500 visitors about careers in the arts at the Portfolio Day and Open House. In addition to sponsoring the already mentioned Skoogfors' Exhibit, the Alumni Association continued to offer an alumni drawing class that enrolls 20 to 25 graduates each semester.

Mrs. Elaine Kurtz, '50, hosted an alumni outreach gathering in her Washington, D.C. house and Herbert Jacobs, '56, hosted an admissions regional reception in his design studios in Cambridge, Massachusetts. Those two activities involving alumni locally are prototypes for future events that the college hopes to generate in greater numbers in the coming years. Also highly successful were the reunions of the classes of 1929, 1954, and 1969 that were held at the college in June and drew a collective crowd of 150 alumni.

Student Services

This year, as in 1977-78, the college continued to provide aid to an astounding 68% of the undergraduate student body. Total financial aid dollars administered from all sources increased from \$1,919,728 in 1977-78 to \$2,183,178 in 1978-79, with the number of students receiving aid jumping from 650 to 680. Even though federal aid monies requested to support college-based aid programs increased by 52% from \$252,331 in 1977-78 to \$383,448 in 1978-79, endowment income rose and new grants for scholarships were received, the college still expended nearly \$450,000 of its own monies (8% of the institution's operating budget) on financial aid. This is a significant commitment, to say the least, a commitment to accommodate talented yet disadvantaged students for which the college must continue to seek additional help from external sources.

In its third year of operation and under the leadership of a new director, the Career Development and Placement Office moved quickly to strengthen the connections between the corporate community and the college. For the first time the college launched an intensive effort to bring business firms, Fisher-Price, Hallmark and Milliken being among them, to the campus to conduct interviews with graduating seniors. At the same time, the Career Development director solicited from several other companies evaluations of the skills of recent alumni with whom these corporations had been in contact. Along with establishing an advisory board of PCA faculty to assist in career planning, the director has also made contact with several governmental agencies and college placement officers so as to assist with the development of additional resources and programs at the college that will generally improve the employment prospects for graduating seniors and alumni.

Concerned with the entire physical and mental well-being of the student body, Student Services continued to solidify the Student Advisor Program in which upperclassmen act as counselors for freshmen and sophomores living in the student residence. One offshoot of this effort is a new course in psychology that will be required of all resident advisors so as to help provide the skills needed to handle various interpersonal problems. A new student health plan, offered in conjunction with the Family Medicine Unit of Thomas Jefferson University Hospital, was instituted and now provides students with an excellent health plan at an unusually low cost.

After years without a student governance organization, a student congress was established this past spring by a concerned group of undergraduates. This positive step exhibits the students' increased desire to become more involved in the governance of the institution.



Long-Range Planning

As is evident, overall involvement in the shaping of the directions in which the college is going, has been a process shared more and more by all constituencies—from the students through the trustees. The Long-Range Planning Project, a painstakingly thorough two-year process, has promoted this involvement and interchange and in doing so has compelled the entire institution to become more deliberate in coping with immediate problems while contemplating its future.

Although the final long-range plan will not be presented to the Board of Trustees for approval until this winter, the interim drafts leading to the conclusive document, as well as the comments of the accreditation review team, have already stimulated several changes. For example, the college has come to focus more intently on immediate physical plant priorities such as completing the modernization of the instructional facilities in Anderson Hall while addressing the shortage of adequate college housing for undergraduates.

Other primary long-range concerns toward which energy is now being directed include attention to the following: **1** reorganization of the administration into four divisions, with special attention being addressed to Student Services so that it is more visible, responsive and accessible; **2** complete centralization and coordination of a comprehensive electronic data processing system; **3** ongoing review of the course of study so as to institute further curricular changes and revisions; **4** undertaking of further research and expanded study as to the potential optimum enrollments for the day-time and extension programs; **5** emphasis on faculty development including review of salaries and sabbaticals, evaluation of instructors and provisions for contracting visiting professors; and **6** analysis of the composition of the Board of Trustees to determine what additional constituencies need to be represented.

Appointments

The emerging long-range planning directive calling for coordination of financial matters and consolidation of data processing, research and record-keeping resulted in the appointment of the college's first Vice President for Finance, Robert A. Foose, in July, 1979. Other appointments included Kenneth Hiebert, Professor of Graphic Design, as the first President of the newly created Faculty Council. His exemplary work will be carried on by the incoming President, Ward Stanley, Associate Professor of Art History. Michael Oleksiw was named the new Director of Career Development and Placement and Paula Marincola was appointed Acting Director of Gallery Exhibitions.

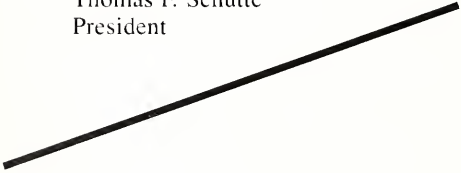
With regard to the Board of Trustees, the college was deeply saddened by the death of Richard L. Newburger who leaves a legacy of long and dedicated service that sets a sterling example for newly appointed members of the Board—Al Paul Lefton, Harold A. Sorgenti and Joseph L. Ponce—all of whom have abiding interests in the arts and diversified abilities that certainly will bring further credit to this institution.

The Future

In closing, I have been gratified that in my associations with various organizations outside this institution—among them the Commonwealth of Pennsylvania's Department of Education, where I was one of four chairpeople involved in the authorship of a statewide master plan, and the Design Management Institute, for which I have chaired several conferences—I have been told repeatedly that the Philadelphia College of Art is one of the leading institutions engaged in the education of artists and designers who are making a significant collective contribution to the enhancement and enrichment of all of our lives.

The dynamism that the college has generated through its advancement of its educational mission and the momentum that we have worked so hard to stimulate are a tribute to the entire college community and all of its friends in the corporate, civic, governmental, cultural and educational spheres. It is this momentum that propels us forward and makes us confident that we can successfully meet and resolve the challenging issues and opportunities that face this institution. On this note, the Philadelphia College of Art looks with an eager eye to the future.

Thomas F. Schutte
President





Assets	1979	1978
<i>Current Funds:</i>		
Unrestricted:		
Cash	\$ 210,538	\$ 249,640
Appropriation receivable, Commonwealth of Pennsylvania	135,937	110,000
Accounts receivable, other	128,479	76,466
Supply store inventory	158,813	126,380
Prepaid expenses	29,748	28,358
Total unrestricted	663,515	591,344
Restricted:		
Cash	225,924	36,401
Accounts receivable	53,972	23,170
Total restricted	279,896	59,571
Total current funds	\$ 943,411	\$ 650,915
<i>Loan Funds:</i>		
Cash	19,486	23,277
Notes and accounts receivable, net of allowance for uncollectible accounts of \$140,000 in 1978 and 1977	668,033	605,861
Total loan funds	\$ 687,519	\$ 629,138
<i>Endowment and Similar Funds:</i>		
Uninvested principal cash	14,938	14,607
Investments	1,778,045	1,549,822
Total endowment and similar funds	\$1,792,983	\$1,564,429
<i>Plant Funds:</i>		
Development funds:		
Cash	179,971	87,284
Investments	—	56,650
Prepaid expenses	817	817
Total development funds	180,788	144,751
Invested in Plant: ²		
Land	1,741,433	1,741,443
Buildings and building improvements	5,779,319	5,707,878
Equipment and furnishings	1,503,960	1,439,209
Library books	44,055	42,585
Total invested in plant	9,068,777	8,931,115
Total plant funds	\$9,249,565	\$9,075,866

Liabilities and Fund Balances	1979	1978
<i>Current Funds:</i>		
Unrestricted:		
Accounts payable and accrued expenses	\$ 417,128	\$ 359,414
Students' deposits and advance tuitions	181,537	164,228
Fund balance	64,850	67,702
Total unrestricted	663,515	591,344
Restricted:		
Fund balances:		
Unexpended gifts and grants	172,935	45,040
Unexpended endowment income	106,961	—
Total restricted	279,896	59,571
Total current funds	\$ 943,411	\$ 650,915
<i>Loan Funds:</i>		
Fund balances:		
U.S. Government grants refundable	618,767	566,224
College funds-restricted	68,752	62,914
Total loan funds	\$ 687,519	\$ 629,138
<i>Endowment and Similar Funds:</i>		
Principal of funds:		
Term endowment funds	2,000	2,000
Endowment funds	1,653,422	1,423,761
Quasi-endowment funds	137,561	138,668
Total endowment and similar funds	\$1,792,983	\$1,564,429
<i>Plant Funds:</i>		
Development funds:		
Accounts payable	1,025	2,416
Notes payable	40,000	60,000
Fund balances:		
Restricted	139,679	82,251
Unrestricted	84	84
Total development funds	180,788	144,751
Invested in Plant:		
Notes payable to bank	274,577	308,210
Mortgage note payable	403,866	433,402
Net investment in plant	8,390,334	8,189,503
Total invested in plant	9,068,777	8,931,115
Total plant funds	\$9,249,565	\$9,075,866

**Statement of Current Funds, Revenues,
Expenditures and Other Changes****Total
1979***Revenues:*

Tuition and fees	\$4,410,028
State appropriations	465,659
Local appropriations	25,000
Federal grants and contracts	604,767
State grants and contracts	156,557
Private gifts and grants	115,008
Endowment income	46,380
Sales and services of auxiliary enterprises	480,560
Other sources	183,105

Total current revenues	\$6,487,064
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Expenditures and Mandatory Transfers:

Educational and general:	
Instruction	2,528,019
Academic support	424,098
Student services	445,036
Operation and maintenance of plant	873,266
Institutional support	705,196
Student aid	890,210
Educational and general expenditures	5,865,825

Mandatory transfers for:

Principal of debt	
Loan fund matching grant	6,329

Total educational and general	5,872,154
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Auxiliary enterprises:

Expenditures	508,903
Mandatory transfers for principal and interest	92,556

Total auxiliary enterprises	601,459
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Total expenditures and mandatory transfers	\$6,473,613
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Other Transfers and Additions (Deductions):

Non-mandatory transfer	(16,303)
Excess (deficiency) of restricted receipts over transfers to revenues	220,325

Net increase (decrease) in fund balances	\$ 217,473
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John Haviland Society Members

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T	Dr. & Dr. J. Finton Speller		
	Mr. & Mrs. William R. Spiller		
	Union Benevolent Association		
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	Mr. & Mrs. Matthew B. Weinstein		
T	Mrs. John Wintersteen		
T	Mr. & Mrs. Howard Wolf		

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The Berwind Corporation
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T Mr. & Mrs. Paul R. Kaiser '41
T Hon. & Mrs. Samuel Lehrer
Sears, Roebuck & Company Foundation
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Sustaining

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Anonymous
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 Mr. & Mrs. Walter H. Annenberg
Mr. Sterling Bair '29
Mr. & Mrs. Raymond A. Ballinger '31
Dr. & Mrs. E. Digby Baltzell, Jr.
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Mr. & Mrs. Phillip A. Bregy
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Mr. Edward L. Foran '55
Ms. Wendy T. Foulke
General Elevator Company, Inc.
Germantown Savings Bank
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Mr. & Mrs. Albert Gold '38
Mr. Robert D. Goldman '29
Mr. & Mrs. Robert Goodman
Mr. & Mrs. Allen E. Grant

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P Mr. & Mrs. W. R. Hambly
Mr. & Mrs. Harold A. Honickman
P Mr. & Mrs. Hampton Hubbard
Ms. Harriet Hughes '25
The Jackson Cross Company
Mr. Jeffrey L. Jacobs
Mrs. Hortense Cassell Jensen '29
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